# BY ORDER OF THE COMMANDER 446TH AIRLIFT WING (AFRC)

# 446 AWPAM 36-2210 18 FEBRUARY 2000

Personnel



# ANCILLARY TRAINING - THE MENTORING PROGRAM

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This pamphlet implements Air Force Policy Directive (AFPD) 36-22, *Military Training*. It provides guidance on how to carry out the mentoring program, which was established to bring about a cultural change in the way we view professional development in company grade officers. Mentoring is an essential ingredient in developing well-rounded, professional, and competent future leaders. The goal of this instruction is to help each commissioned officer, in the grade of O-1 through O-4), reach their full potential as officers, thereby enhancing the overall professionalism of the officer corps. Mentors must distinguish between goals, career aspirations, and realistic expectations. AFRC Form 141, *Mentoring Process Guide*, (Attachment A) contains those aspects of one's career that need to be discussed and recorded. It applies to all commanders and supervisors and/or raters of company grade officers within to the 446<sup>th</sup> Airlift Wing (446 AW).

## 1. Reference to Supporting Documents:

- 1.1. Air Force Reserve Command Pamphlet (AFRCPAM) 36-3401, AFRC Mentoring Program.
- 1.2. Air Force Instruction (AFI) 36-2402, chapter 2, Air Force Mentoring.
- **2.** Mentoring Program. The mentoring program is based on the following principles:
- 2.1. Mentoring is the responsibility of leadership:
- 2.1.1. Supervisors need to provide clear concise feedback on an individual's current performance, their professional development needs, and what is needed for short- and long-term career goals.
- 2.1.2. Supervisors need to be accountable for subordinate's professional development.
- 2.1.3. Supervisors need to take an active role in the professional lives of the people he/she supervises.
- 2.2. The mentoring program applies to commissioned officers, 0-1 through 0-4.

- 2.3. The program uses what we all ready have in place, effects a cultural change in professional development and not another bureaucratic process.
- 2.4. All eligible members have the opportunity to enhance their career.
- 2.5. Mentors will discuss performance, potential and professional development.

#### 3. Recommended Process:

- 3.1. A computer-generated notice is sent to supervisors, six months prior to the end of the OPR rating cycle.
- 3.2. The notice serves as a reminder to supervisors that mentoring activities need to be accomplished and documented on the AFRC Form 141, *Mentoring Process Guide*, (see Attachment A).
- 3.3. Supervisors coach, train, and mentor the individual, documenting the activities on the AFRC Form 141.
- 3.4. Supervisors retain the AFRC Form 141 so that informal mentoring can also be documented and progress tracked.
- 3.5. The date formal mentoring was accomplished

### 4. Initial Strategy:

- 4.1. Prepare supervisors to be effective mentors. Offer courses in:
- 4.1.1. Interpersonal Skills.
- 4.1.2. Communication Skills.
- 4.1.3. Conflict Resolution.
- 4.1.4. Goal Setting.
- 4.1.5. Air Force History and Heritage.
- 4.1.6. Core Values/Ethics.
- 4.2. Unit Career Advisors (UCA), training section personnel, and quality office staff assist in developing the mentoring curriculum.

- 4.3. The UCA, training personnel, and quality staff are responsible for implementing training courses for supervisors.
- 4.4. The key person in the mentoring program is the UCA.
- 4.5. A list of available resources for the mentoring program is available. (see Attachment B).
- **5. Measurements.** There are several ways to measure the effectiveness of the mentoring program.
- 5.1. Program Evaluation completed by each mentoree and reviewed collectively by HRDC.
- 5.1.2. Mentor Evaluation completed by the mentoree and trends analyzed.

ALAN M. MITCHELL, Colonel, USAFR Commander

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BACHTODIALC D	FC: 360
	ROCESS GUIDE cable Areas)
SUBORDINATE NAME/GRADE	SUPERVISOR'S NAME/GRADE/DATE
PART I CAREER GUIDANCE (A Strat	egic Look at Career Progression)
1. Five Year Goal	
2. Assignment Progression to Achieve Goal /Promotion Potential	
3. Possible Barriers	
BART II	
PART II PROFESSIONAL DEVELOPMENT (Skill De  1. Interpersonal Skills (Negotiation, Adaptability, Coping Techniques, Conflict Manage)	evelopment Required to Meet Five Year Goal) Thement Persuasion Skills Team Ruilding Self Awareness
	content, I evaluation orang, Team duling, Och Affareness,
a. Needs	
b. Assigned Activities	
2. Communication Skills (Written, Verbal, Listening, Presentation, Facilitating Group.	s, Selling, Body Language and Nonverbal Messages)
a. Needs	
b. Assigned Activities	
3. Technical Expertise (External/Internal Awareness, Financial Understanding, Acade	mic Education, PME, Quality Awareness, Computer Literate)
a. Needs	
b. Assigned Activities	
4. Conflict Resolution (Analysis, Perception and Negotiation Skills, Creativity, Under	standing Behavioral Styles, Counseling Skills, Stress Recognition)
a. Needs	
b. Assigned Activities	
5. Time Management (Personal Awareness, Self Direction, Motivation, Goal Setting,	Decisiveness, Decision Making, Organization Skills, Delegation Style)
a. Needs	
b. Assigned Activities	
6. Goal Setting Skills (Personal Motivation, Self Awareness, Values, Creative Thinkin	ng, Planning and Strategy, Vision and Image Skills, Prioritizing, Goal Setting Process)
a. Needs	
b. Assigned Activities	

7. Preparation for Management (Leadership, Delegation, Team Building, Human Resource Management, Planning Skills, Mentoring Ability, Analyzing Performance Objectives)	
a. Needs	
b. Assigned Activities	
8. Executive Development (Political and Social Awareness, Vision and Long Range Planning, Mission Assimilation, Creative Thinking, Intuitive Skills, Delegating Style, Leadership Skills, Financial Analysis, Building Coalitions)  a. Needs	
b. Assigned Activities	
9. Physical Fitness (Cardio-respiratory exercise, strength training, diet, and nutrition, desirable body composition, substance abuse, wellness examinations)	
a. Needs	
b. Assigned Activities	
PART III AIR FORCE HISTORY AND HERITAGE	
1. Air Force	
2. Air Force Reserve Command	
3. Wing/Squadron	
PART IV AIR AND SPACE KNOWLEDGE	
1. Air Power Roles and Missions	
2. Space Power Roles and Missions	
3. AFRC Roles and Missions	
PART V CORE VALUES/ETHICS	
1. Air Force Core Values	
a. Integrity	
b. Service Before Self	
c. Excellence in All We Do	
2. Professional Ethics	
ADDITIONAL COMMENTS	

#### Attachment 2

- B1.1. There were three bookcases full of leadership and management type books. However, many related to financial management and most were quite old. I glanced through about twenty books and decided that each book contained probably a page or less of really good information. I did not find any really current books on leadership and mentoring, in particular. There were no videos at this library that looked worthwhile. Some samples of books reviewed include:
- B.1.1.1. A Fine Young Man, Faith Popcorn,
- B.1.1.2. The Leader in you, Dale Carnegie & Associates,
- B.1.1.3. Making a Difference, Twelve Qualities that Make you a Leader, Betne
- B.1.1.4. Mind of A Manager Soul of a Leader, Craig Hickman
- B.1.1.5. On Becoming a Leader, Warren L. Bennis
- B.1.1.6. The Leader: A New Face for American Management, Michael Maccoby
- B.1.1.7. Improving Leadership Effectiveness, Fred Fiedler
- B.1.1.8. Human Relations in the Military: Problems and Programs
- B.1.1.9. Guidelines for the Leader and Commander, Bruce Clarke
- B.1.1.10. The Officer as a Leader, Marshall, S.L.A. (At a Branch Office)
- B.2. Books from Catalogue:
- B.2.1. An Essential Guide to Setting Direction and Taking Action Leader's Change Handbook, Jay A. Conger, Gretchen Spreitzer, and Edward E. Lawler III
- B.2.2. Lessons in Leadership, The Peter F. Drucker Foundation for Nonprofit Management (Video comes with Facilitator's Guide for conducting workshops plus a participant's workbook (\$89.95)
- B.2.3. The Absolutes of Leadership, Philip Crosby (\$16.50) paperback
- B.2.4. Managers as Mentors, Building Partnerships for Learning, Chip R. Bell (24.95) hardcover
- B.2.5. Beyond the Myths and Magic of Mentoring, Margo Murray (step-by-step guidelines show how to create a cost effective Program that foster employee learning and growth) \$34.95

- B.3. Qualily Office:
- B.3.1. Books on: Customer Service, leadership, benchmarking, and planning
- B.3.2. Also CMSgt Soto has developed programs for writing a narrative for OPR/EPRs
- B.4. From the Tape Rental Library:
- B.4.1. At this time, rental of video tapes is only offered to corporate accounts with 20 or more people using the audio service on a regular basis. The tape rental subscription fee is \$132.00 per year.